DEPARTMENT OF HEALTH AND HUMAN SERVICES

THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON
ORGANIZATIONAL CLIMATE

Human Resource Management Index

Results for Organization Code
1204

Indian Health Service
Albuquerque Area Office

Report for the
INDIAN HEALTH SERVICE
(HHS Organization Code 1204)

ALBUQUERQUE AREA OFFICE

This section provides an overall summary of responses from the 299 IHS Albuquerque Area Office employees who responded to the HRMI 2000 survey.

Prepared by

The Institute for Behavioral Research in Creativity
1570 South 1100 East
Salt Lake City, Utah 84105

April, 2000

HUMAN RESOURCE MANAGEMENT (HRM) INDEX

Introduction

The HRM Index summarizes employee descriptions of their work environment. The Index is derived from responses to a carefully selected set of questions (1 through 14 on the survey) about how effectively people's time, energies, ideas, and abilities are used. The questions gather information about the following areas important to organizational performance.

o Effectiveness of Management Practices
o Employee Feelings About the Organization
o Use of Employee's Abilities
o Group Effectiveness as Seen by Others
o Morale
o Fairness of Management

o Planning and Organization
o Delegation of Authority
o Co-Worker Cooperation
o Performance Feedback
o Communication
o Operational Efficiency
o Climate for Innovation
o Need for Change

Responses to the individual questions are combined, and the Index is reported on a three-point scale (low, average, or high) showing how your component stands relative to the total organization surveyed. Questions 15 through 20 on the survey are specific to HHS and do not contribute to the HRM Index; however, data on responses to these questions can be used to track how employees describe these aspects of their work environment.

Putting Things in Context

It is helpful to view your HRM Index results in the context of the larger organization of which you are a part. Comparing the Index and data on individual questions between your component and the organization as a whole will help you understand how your component varies from the norm. You may find that your component has different strengths and/or weaknesses than the organization.

In addition, HHS has measured employee perceptions over time using the HRM Index, and trend lines for the total organization and major components have been developed. In analyzing your results, you should also consider the trends. Is there movement up or down, or have things remained stable? What might be influencing the trends? If your component has a trend line, how does it compare to that of the entire organization?

Overall Results

Based on the responses of 299 employees, the HRM Index for your component was low compared to the total organization surveyed. This means that employees here viewed work processes, policies, procedures, and behaviors less positively than did employees in the organization as a whole. Thus, changes may be warranted. While data on responses to individual questions must be interpreted cautiously, they can provide additional information for problem solving.

Analysis of the responses to individual questions indicated that your component had relative strengths in the following areas.

o Use of Employee's Abilities, Item 3
o Performance Feedback, Item 10
o Delegation of Authority, Item 8

The following areas most contributed to the low Index score. Consider using this data to provide topics for discussion and problem solving on how to improve work management in your component.

Item 6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.? (Fairness of Management)

30% of the employees said they were only sometimes or rarely treated fairly in such matters.

Item 5. Are there any signs of employee discontent (sick leave abuse, complaints, or arguments) in your work group? (Morale)

53% of the employees said that there were some or quite a lot of signs of discontent in their group.

Item 14. Is there a need for change in your work group? Consider if your work group could benefit from improved management practices, different policies and procedures, etc.

47% of the employees said there was a rather high or a high need for change in their group.

Since the HRM Index is based on employee input, sharing these results with employees is a logical next step. Involving employees in follow-up discussions will help define what these results mean and help determine whether further action is needed. Following up on the results, and involving employees in that process, can lead to higher levels of performance and work satisfaction and can have important long-term benefits for your organization.
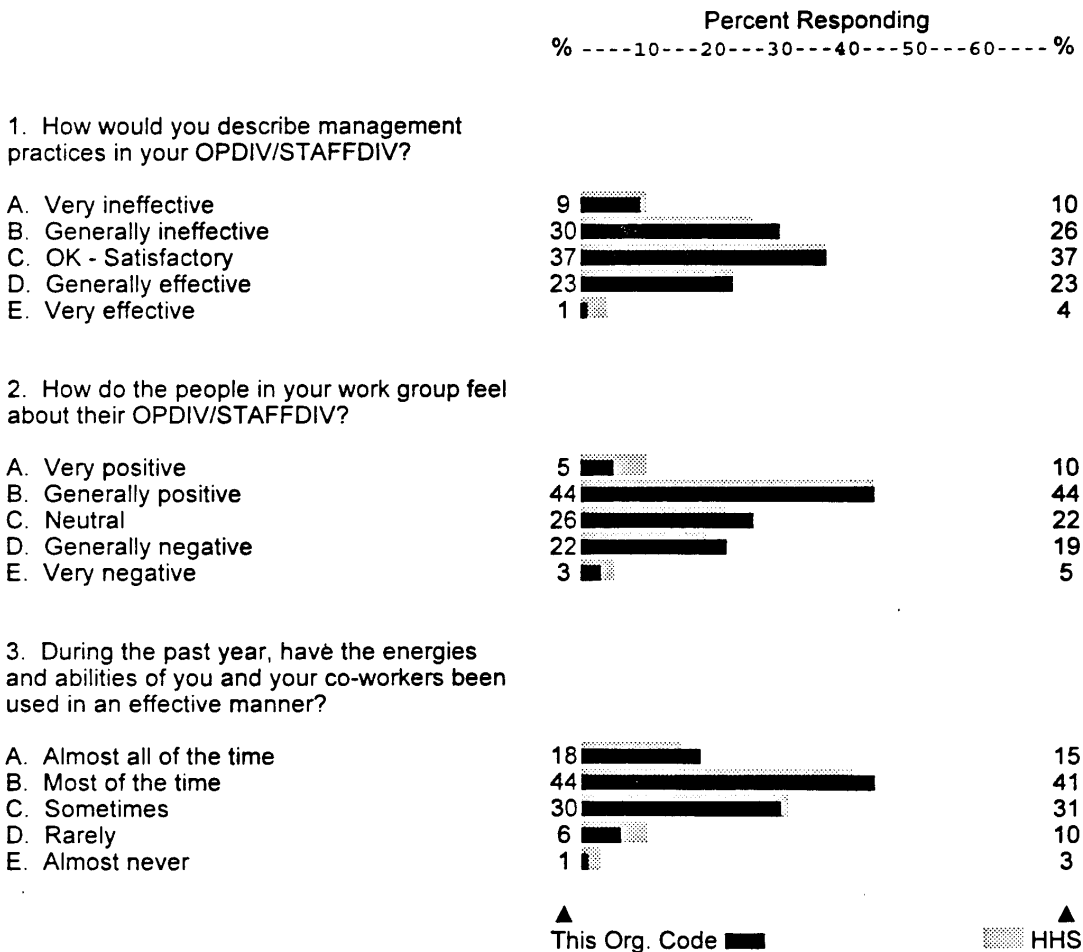
HUMAN RESOURCE MANAGEMENT INDEX
Results on Individual Questions

Organizations, like individuals, are neither uniformly perfect nor problematic. Responses to individual questions can give an idea of those aspects of work life that are most satisfying or most troublesome to employees. If your component is part of a larger organization, you can compare the data from the larger organization with your own. Since the data do not tell how much emphasis should be placed on any individual area, you will want to involve employees in setting priorities for follow-up action. Use the information below to celebrate your strengths and guide your improvement efforts, but interpret it cautiously given its limitations.

```
                                              Percent Responding
                                  % ----10---20---30---40---50---60----%
```

1. How would you describe management practices in your OPDIV/STAFFDIV?

A. Very ineffective	9	10
B. Generally ineffective	30	26
C. OK - Satisfactory	37	37
D. Generally effective	23	23
E. Very effective	1	4

2. How do the people in your work group feel about their OPDIV/STAFFDIV?

A. Very positive	5	10
B. Generally positive	44	44
C. Neutral	26	22
D. Generally negative	22	19
E. Very negative	3	5

3. During the past year, have the energies and abilities of you and your co-workers been used in an effective manner?

A. Almost all of the time	18	15
B. Most of the time	44	41
C. Sometimes	30	31
D. Rarely	6	10
E. Almost never	1	3

▲   ▲
This Org. Code ■■■   ▦ HHS

Percent Responding

% ----10---20---30---40---50---60----%

4. Is the work of your group seen as highly effective by others?

A. Almost always	21	23
B. Usually	40	40
C. Sometimes	27	26
D. Rarely	10	8
E. Very rarely	2	3

5. Are there any signs of employee discontent (sick leave abuse, complaints, or arguments) in your work group?

A. None	9	12
B. Very few	21	24
C. A few	17	22
D. Some	28	23
E. Quite a lot	25	19

6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.?

A. Always treated fairly	19	30
B. Almost always	22	23
C. Generally	29	24
D. Sometimes	19	14
E. Rarely treated fairly	10	9

7. Does wasted effort occur in your work group because of poor planning?

A. Very frequently	9	11
B. Frequently	22	19
C. Sometimes	37	38
D. Seldom	26	23
E. Almost never	5	8

▲   ▲
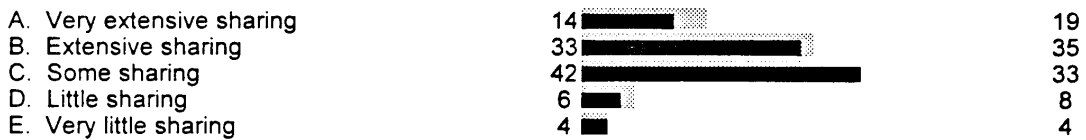This Org. Code ▆▆   ▒ HHS

Percent Responding

% ----10---20---30---40---50---60---- %

8. Do the employees in your group have the
authority they need to do their jobs well?

A. Yes, in everything they do   7   9
B. Yes, except for unusual problems   43   37
C. It's generally OK   23   27
D. Not as much as needed   23   20
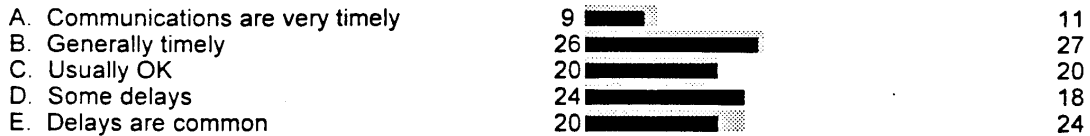E. Almost never have the authority needed   4   6
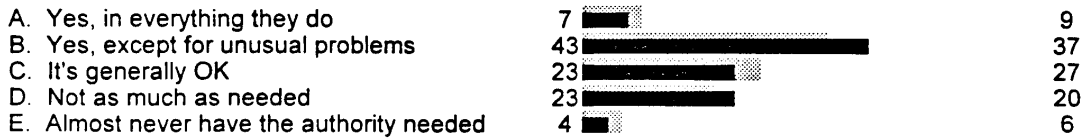
9. Do the people in your work group share
their expertise, knowledge, and skill to help
get the work out?

A. Very extensive sharing   14   19
B. Extensive sharing   33   35
C. Some sharing   42   33
D. Little sharing   6   8
E. Very little sharing   4   4

10. When performance is discussed, are
members of your work group told of ways to
improve their performance?

A. Almost always   19   16
B. Usually   29   30
C. Sometimes   31   26
D. Seldom   14   17
E. Almost never   6   10
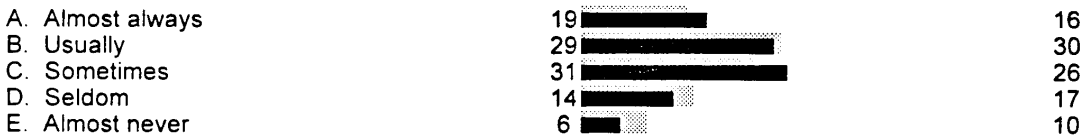
11. Is information about what is happening in
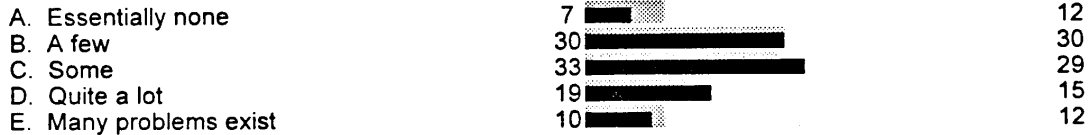the organization communicated to your work
group in a timely fashion?

A. Communications are very timely   9   11
B. Generally timely   26   27
C. Usually OK   20   20
D. Some delays   24   18
E. Delays are common   20   24

▲   ▲
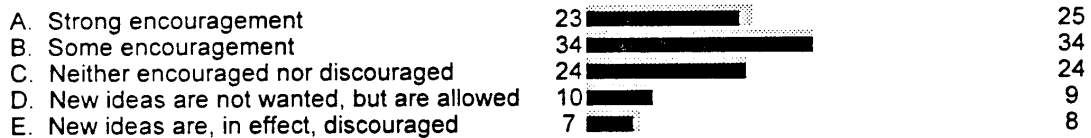This Org. Code ■■■   HHS

Percent Responding

% ----10---20---30---40---50---60---- %

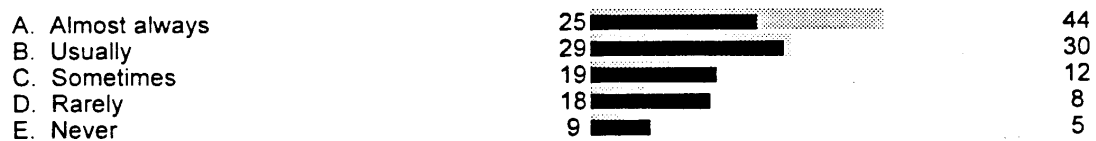**12. Are there any continuing problems that reduce the efficiency of your work group?**

	%	HHS
A. Essentially none	7	12
B. A few	30	30
C. Some	33	29
D. Quite a lot	19	15
E. Many problems exist	10	12

13. How much encouragement is given to people in your work group to try new approaches for getting the work done?

	%	HHS
A. Strong encouragement	23	25
B. Some encouragement	34	34
C. Neither encouraged nor discouraged	24	24
D. New ideas are not wanted, but are allowed	10	9
E. New ideas are, in effect, discouraged	7	8

14. Is there a need for change in your work group? Consider if your work group could benefit from improved management practices, different policies and procedures, etc.

	%	HHS
A. High need for change	22	21
B. Rather high need for change	25	20
C. Some need for change	37	38
D. Little need for change	12	14
E. Very little or no need for change	3	6
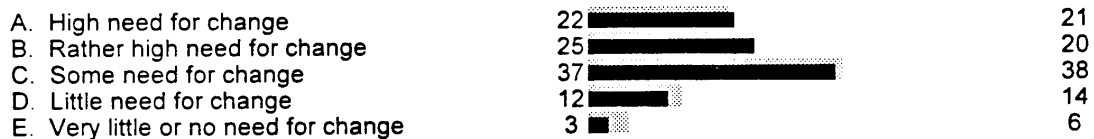
15. Are you able to balance your work and family life through the use of flexible scheduling and leave options provided by your OPDIV/STAFFDIV?

	%	HHS
A. Almost always	25	44
B. Usually	29	30
C. Sometimes	19	12
D. Rarely	18	8
E. Never	9	5

▲   ▲
This Org. Code ▬   ▒ HHS

Percent Responding

% ----10---20---30---40---50---60---- %

16. Are your managers and co-workers
supportive of your using flexible scheduling
and leave options to help you balance work
and family life?

	This Org. Code	HHS
A. Very supportive	22	37
B. Generally supportive	28	31
C. Neutral	26	18
D. Generally unsupportive	14	7
E. Very unsupportive	9	6

17. Do you see the union(s) and management
working in partnership to improve the quality
of work life in your OPDIV/STAFFDIV?

	This Org. Code	HHS
A. Almost always	4	5
B. Frequently	15	10
C. Sometimes	30	24
D. Seldom or never	22	21
E. I don't know	28	40

18. In the Department of Health and Human
Services, have union-management partnerships
had a positive effect on service to the public?

	This Org. Code	HHS
A. Yes, substantial positive effect	3	4
B. Yes, moderate positive effect	17	12
C. Limited positive effect	17	12
D. Little or no positive effect	19	17
E. I don't know	43	55

19. What is your grade or rank?

	This Org. Code	HHS
A. GS 1-8 and all WB, WG, WL, WS, WT	27	17
B. GS 9-12, CC 1-4	47	35
C. GS/GM 13-15, CC 5-6, FC, AD	23	45
D. SES, SBRS, ALJ, ASG, SL, ST	1	2

▲   ▲
This Org. Code ▅▅   ░░ HHS

Percent Responding
% ----10---20---30---40---50---60---- %

20. Are you a...?

A. Civilian permanent employee
B. Civilian temporary employee
C. Commissioned Corps Officer
D. Contractor

	This Org. Code	HHS
A. Civilian permanent employee	75	92
B. Civilian temporary employee	0	0
C. Commissioned Corps Officer	25	8
D. Contractor	0	0

▲
This Org. Code ■■■

▲
▓ HHS